Strategic Plan

Integrity

Serving Missouri through...

Safety

Excellence

MoDOT *Missouri Department of Transportation*

Contents

Vision

Connect the world to Missourians with first-class roads, rails, rivers and airways.

Mission

Preserve and improve Missouri's transportation system to enhance safety and encourage prosperity.

Values

Serving Missouri through:

Integrity - We will be honest and sincere in all activities.

Safety - We will create a safe environment for both the traveling public and our employees.

Excellence - We will provide the best possible value in our products and services.

Strategic Issues

Internal or external challenges to the organization's mission, direction, policies, way of doing business or culture

- **Safety** - Richard Walter, District Engineer

- **Preservation** - Phil Broyles, Director of Operations

- **Transportation Planning** - Kevin Keith, Director of Transportation Planning

- **Communication** - Sue Cox, Director, Public Affairs

- **Management of Resources** - Pat Goff, Chief Financial Officer

- **Transportation Funding** - Pat Goff, Chief Financial Officer

- **Effective Workforce** - Dave DeWitt, Assistant to the Chief Engineer, Administrative Services

ISSUE   SAFETY

STATEMENT	Safety is a priority in what we do and how we do it.
GOAL 1 *In what direction does the agency want to be headed?*	• Provide a safe and healthy workplace for our employees
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	• Employees return home in the same condition they came to work in. • Employees understand and follow safe work practices. • Employees' exposure to hazardous situations is minimized.
OUTCOME MEASURES *How will success be measured?*	• Number and value of lost-time injuries • Number and value of workers' compensation claims • Number of safety training hours completed by employees • Number of workplace safety violations involving people, tools, equipment, procedures or orderliness • Number of workplace safety accolades given by supervisors
STRATEGIES *How will the goal be accomplished?*	• Develop a comprehensive safety plan and inform employees of safety issues - Director, Risk Management • Provide employees with the right tools and equipment - Assistant to the Chief Engineer, Administrative Services • Recognize employees who develop and follow safe work practices - Director • Discipline employees who fail to follow safe work practices and policies - Director • Establish safety review processes for all new products and practices; include review by safety officer - Director, Risk Management • Provide safety training - Director, Risk Management • Incorporate safety into daily work and performance plans - Director

ISSUE   SAFETY

STATEMENT	Safety is a priority in what we do and how we do it.
GOAL 2 *In what direction does the agency want to be headed?*	◆ Improve safety in all transportation modes
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ A safe transportation system is provided.
OUTCOME MEASURES *How will success be measured?*	◆ Number, rate and severity of accidents by mode ◆ Number of traffic control devices and systems conforming to standards ◆ Number and cost of transportation projects that enhance safety
STRATEGIES *How will the goal be accomplished?*	◆ Evaluate effectiveness of traffic control devices and systems, and modify where appropriate to meet national guidelines or best practices - Division Engineer, Traffic ◆ Develop and implement innovative transportation system technologies - Division Engineer, Traffic ◆ Create partnerships with Missouri transportation advocates to improve safety - Chief Engineer ◆ Identify safety issues through a safety audit process - Division Engineer, Traffic ◆ Develop a method to track the effectiveness of safety improvements - Division Engineer, Traffic ◆ Establish a statewide Transportation Safety Council - Chief Engineer ◆ Integrate Incident Management at local, regional and statewide levels - Division Engineer, Traffic ◆ Integrate Access Management at local, regional and statewide levels - Division Engineer, Traffic ◆ Perform routine safety inspections of all transportation facilities - Division Engineer, Traffic; Director, Multimodal Operations ◆ Provide safety training for transit operators - Director, Multimodal Operations ◆ Conduct work zone safety campaign - Director, Public Affairs

ISSUE   PRESERVATION

STATEMENT	Preserve and restore Missouri's transportation investments.
GOAL 1 *In what direction does the agency want to be headed?*	◆ Improve the condition of state roadways
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Pavement rated good or better on the National Highway System (NHS) is increased (see map on last page). ◆ Pavement rated fair or better on the remainder of state system is increased.
OUTCOME MEASURES *How will success be measured?*	◆ Percent of pavement in all condition rating categories ◆ Percent of pavement on NHS in all condition rating categories
STRATEGIES *How will the goal be accomplished?*	◆ Provide additional funds for pavement preservation - Director of Transportation Planning ◆ Develop a roadway features rating system - Director of Transportation Planning ◆ Dedicate a percentage of operations funding to preventative maintenance functions on good or better rated pavements - District Engineers ◆ Perform additional pavement maintenance research - Division Engineer, Research Development and Technology ◆ Perform regular inspections and rate all pavement - Director, Transportation Management Systems ◆ Implement the pavement management system - Director, Transportation Management Systems

ISSUE   PRESERVATION

STATEMENT	Preserve and restore Missouri's transportation investments.
GOAL 2 *In what direction does the agency want to be headed?*	◆ Improve the condition of state system bridges
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Load-limited, restricted and condition 3 bridges on the National Highway System (NHS) are upgraded. ◆ Bridges rated very poor (condition 3) are upgraded. ◆ Sustain or increase the number and condition of bridges currently rated satisfactory or better (condition 6).
OUTCOME MEASURES *How will success be measured?*	◆ Percent of bridges rated satisfactory or better ◆ Percent of bridges in each condition rating category ◆ Percent of load-limited and restricted bridges on the NHS
STRATEGIES *How will the goal be accomplished?*	◆ Allocate additional funds for bridge improvements - Director of Transportation Planning ◆ Dedicate a percentage of operations funding to preventative maintenance on good or better rated bridges - District Engineers ◆ Perform regular inspection of all bridges - Division Engineer, Maintenance ◆ Increase bridge maintenance materials and technologies research - Division Engineer, Research Development and Technology ◆ Implement a bridge management system - Director, Transportation Management Systems

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ISSUE   PRESERVATION

STATEMENT	**Preserve and restore Missouri's transportation investments.**
GOAL 3 *In what direction does the agency want to be headed?*	• Improve the condition of all non-roadway features
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	• Right of way appearance is improved. • Rest areas are improved. • Commercial vehicle operations (CVO) are improved. • Beautification projects are maintained and increased in number.
OUTCOME MEASURES *How will success be measured?*	• Number of rest areas upgraded • Number of CVO improvements • Percent of current beautification projects maintained • Percent of right of way mowed in accordance with policy • Number of new beautification projects annually
STRATEGIES *How will the goal be accomplished?*	• Dedicate funds for upgrading/modernization of rest areas - Director of Transportation Planning • Allocate funding for implementation of advanced technologies for CVO - Director of Transportation Planning • Identify additional sources of funding for beautification projects - District Engineers • Revise and implement the current mowing policy - Director of Operations

ISSUE   PRESERVATION

STATEMENT	Preserve and restore Missouri's transportation investments.
GOAL 4 *In what direction does the agency want to be headed?*	◆ Administer aviation, rail, transit and waterway transportation system programs
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Reliable non-highway modes of transportation are available. ◆ Intermodal connections are improved.
OUTCOME MEASURES *How will success be measured?*	◆ Percent of runways with pavement rated good or better ◆ Number of runways for business aircraft usage ◆ Number of units in the transit fleet ◆ Number of rail passengers and revenue generated ◆ Number of active rail track miles ◆ Number of active port authorities ◆ Number of active ferry boats and vehicle usage ◆ Number of intermodal connectors improved
STRATEGIES *How will the goal be accomplished?*	◆ Dedicate funds for airfield maintenance projects - Director, Multimodal Operations ◆ Perform regular inspection of airfield runway pavement - Director, Multimodal Operations ◆ Maintain federal transportation programs through cooperation with local organizations - Director, Multimodal Operations ◆ Coordinate transportation investments with other state and local economic development efforts - Director, Multimodal Operations ◆ Plan and coordinate intermodal connectors - Director of Transportation Planning ◆ Communicate about multimodal programs and resources - Director, Multimodal Operations

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ISSUE   TRANSPORTATION PLANNING

STATEMENT	Transportation planning will address the needs of Missourians.
GOAL 1 *In what direction does the agency want to be headed?*	◆ Base business decisions on a Long-Range Transportation Plan (LRTP)
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Long-Range Transportation Plan is developed and adopted. ◆ Transportation needs are based on criteria established in the LRTP. ◆ A basis for the annually updated 5-Year Statewide Transportation Improvement Program (STIP) is established. ◆ Mid-range plan is identified.
OUTCOME MEASURES *How will success be measured?*	◆ LRTP milestones are established and met ◆ Percent of STIP projects based on criteria established in the LRTP ◆ Comprehensive long-range plans completed on schedule ◆ Percent of Potentially Affected Interests that support or can live with the LRTP ◆ Percent of projects in State Fiscal Year 2004 and beyond that follow LRTP criteria
STRATEGIES *How will the goal be accomplished?*	◆ Develop a process and identify resources to track and update the LRTP - Director of Transportation Planning ◆ Develop and implement public involvement and communication strategies for the LRTP - Director of Transportation Planning ◆ Establish performance standards for the transportation system - Director of Transportation Planning ◆ Develop current and future needs analyses for Missouri Transportation Systems - Director of Transportation Planning ◆ Involve MPOs/RPCs in the LRTP and planning process - Director of Transportation Planning

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ISSUE TRANSPORTATION PLANNING

STATEMENT	Transportation planning will address the needs of Missourians.
GOAL 2 *In what direction does the agency want to be headed?*	◆ Use an annually updated 5-Year Statewide Transportation Improvement Program (STIP) to direct our transportation projects
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Financially constrained STIP is delivered on time and within budget.
OUTCOME MEASURES *How will success be measured?*	◆ Percent of STIP project plans completed on schedule ◆ Percent of STIP projects awarded on schedule ◆ Percent of projects delivered within 10 percent of program estimate ◆ Percent of projects completed in the previous year within 3 percent of award cost ◆ Percent of budget spent on STIP projects annually
STRATEGIES *How will the goal be accomplished?*	◆ Identify needed improvements in the project delivery process, and develop and implement an action plan - Director of Project Development ◆ Identify needed improvements in the project estimating process, and develop and implement an action plan - Director of Project Development ◆ Monitor and hold district engineer accountable for project timelines and budget - Chief Engineer ◆ Develop a project prioritization process consistent with the LRTP - Director of Transportation Planning ◆ Develop guidelines and a process for including projects in the STIP - Director of Transportation Planning ◆ Develop a single method to track available funds and projects - Transportation Program Manager ◆ Develop a method to evaluate and track effectiveness of constructed projects - Director, Transportation Management Systems

ISSUE   COMMUNICATION

STATEMENT	**Improve public support of MoDOT.**
GOAL 1 *In what direction does the agency want to be headed?*	◆ Enhance our image and strengthen our credibility
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Informed employees serve as ambassadors for the department. ◆ Public understands what we do and why we do it. ◆ Public opinion is based on complete and accurate information. ◆ Citizens are given an opportunity and encouraged to provide input on projects.
OUTCOME MEASURES *How will success be measured?*	◆ Number of positive and negative contacts/comments ◆ Numeric results from questionnaires/surveys ◆ Number of options available to the public to offer input
STRATEGIES *How will the goal be accomplished?*	◆ Develop and implement a communication process plan (internal/external) - Director, Public Affairs ◆ Explore and use innovative communication tools and methods - Director, Public Affairs ◆ Establish effective media relationships - Director/District Engineers ◆ Establish effective relationships with officials from appropriate levels of government - Director/District Engineers ◆ Develop and implement a more useful customer service database - Director, Public Affairs ◆ Provide districts a list of public involvement options- Director, Public Affairs ◆ Continue existing surveying efforts - Director, Public Affairs ◆ Develop a MoDOT issues book that outlines department's position on various topics - Director, Public Affairs

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ISSUE   MANAGEMENT OF RESOURCES

STATEMENT	**Manage our resources to fund transportation priorities.**
GOAL 1 *In what direction does the agency want to be headed?*	◆ Increase our ability to fund current transportation priorities while providing adequate flexibility to address emerging needs
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Resources are allocated on a priority basis. ◆ Emerging needs are addressed. ◆ Good business decisions are made. ◆ Funding flexibility is established.
OUTCOME MEASURES *How will success be measured?*	◆ Number of emerging needs that are funded ◆ Cost of emerging needs that are funded ◆ Percent of transportation priorities that are funded ◆ Percent of existing funds shifted to meet needs
STRATEGIES *How will the goal be accomplished?*	◆ Establish a project activity-based budget that funds specific improvements regardless of funding source, mode or jurisdiction - Chief Financial Officer ◆ Develop a method to fund and track a project activity-based budget - Chief Financial Officer ◆ Integrate off-system needs into the planning process - Director of Transportation Planning ◆ Identify a pool of funds for emerging needs - Chief Operating Officer ◆ Reduce operation and administrative expenses to create a flexible pool of funds - Chief Operating Officer

ISSUE   MANAGEMENT OF RESOURCES

STATEMENT	Manage our resources to fund transportation priorities.
GOAL 2 *In what direction does the agency want to be headed?*	• Link the Strategic Plan, business plans, performance plans and the budget
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	• The Strategic Plan is the basis for all business activities.
OUTCOME MEASURES *How will success be measured?*	• Percent of the business plans linked to the Strategic Plan • Percent of performance plans linked to Business Plans • Percent of the budget linked to the Strategic Plan
STRATEGIES *How will the goal be accomplished?*	• Develop and implement a process of linking strategic plan, business plans, performance plans and the budget - Director of Transportation Planning/Chief Financial Officer • Develop and implement a tracking system - Director of Transportation Planning

ISSUE   TRANSPORTATION FUNDING

STATEMENT	Retain existing revenue streams and identify additional funds.
GOAL 1 *In what direction does the agency want to be headed?*	◆ Maximize the use of all resources
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Ability to fund transportation priorities is increased. ◆ Highest transportation priorities are funded. ◆ Public perceives MoDOT as accountable.
OUTCOME MEASURES *How will success be measured?*	◆ Public perceives MoDOT as using department funds wisely.
STRATEGIES *How will the goal be accomplished?*	◆ Develop a plan to reduce diversions to other agencies - Chief Financial Officer ◆ Provide legislators with information on where diverted monies are being appropriated and how they are being used - Governmental Affairs/Chief Financial Officer ◆ Identify fees for existing services and adjust fees accordingly - Chief Financial Officer ◆ Initiate legislation that would allow MoDOT to receive all tax monies generated by all diversions - Chief Operating Officer ◆ Identify and investigate for-profit partnership opportunities - Chief Financial Officer ◆ Disccuss the fuel-tax evasion situation with Department of Revenue - Chief Financial Officer ◆ Work with Congress and state legislature to ensure Missouri gets its fair share of revenue - Director/Governmental Affairs

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ISSUE   TRANSPORTATION FUNDING

STATEMENT	Retain existing revenue streams and identify additional funds.
GOAL 2 *In what direction does the agency want to be headed?*	◆ Identify potential alternative funding sources
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Alternative sources of revenue are identified. ◆ Information on alternative sources of revenue is provided to the public.
OUTCOME MEASURES *How will success be measured?*	◆ Number of acceptable funding alternatives identified ◆ Value of additional funds identified
STRATEGIES *How will the goal be accomplished?*	◆ Identify advantages/disadvantages of extending 6-cent fuel tax beyond 2008 and share the information publicly - Chief Financial Officer ◆ Identify funding alternatives, determine how they can be utilized and develop a comprehensive action plan - Chief Financial Officer ◆ Investigate impact fees and prepare an analysis for public distribution - Chief Financial Officer ◆ Document the funding/needs gap - Chief Financial Officer ◆ Obtain legislative sponsors and support for MoDOT's proposals - Director/Governmental Affairs ◆ Develop a comprehensive list of revenue mechanisms used by other states - Chief Financial Officer

ISSUE   EFFECTIVE WORKFORCE

STATEMENT	Provide an effective workforce.
GOAL 1 *In what direction does the agency want to be headed?*	◆ Increase our internal and external workforces' skills, knowledge and abilities
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	◆ Appropriate workforce is in place. ◆ Products and services are provided in an effective manner. ◆ Employee productivity improved.
OUTCOME MEASURES *How will success be measured?*	◆ Percent of employees with the necessary skills to do their job ◆ Number of qualified applicants per vacancy ◆ Percent of employees retained for five or more years ◆ Value of work outsourced
STRATEGIES *How will the goal be accomplished?*	◆ Identify and deliver ongoing training needs through a statewide, proactive approach - Director, Human Resources ◆ Appropriate outsourcing to get the job done - Assistant to the Chief Engineer, Administrative Services ◆ Implement Human Resources policies, processes and practices that increase effective performance - Director, Human Resources ◆ Accomplish strategic and business plan goals through performance management - Assistant to the Chief Engineer, Administrative Services ◆ Identify and address recruitment and retention issues - Director, Human Resources ◆ Keep employees informed of latest information and resources related to their jobs - Director, Human Resources ◆ Communicate employee development system - Director, Human Resources

ISSUE   EFFECTIVE WORKFORCE

STATEMENT	Provide an effective workforce.
GOAL 2 *In what direction does the agency want to be headed?*	• Increase diversity in our workforce
DESIRED OUTCOME *What is to be achieved that would benefit the public?*	• Work environment allows all people in our workforce to contribute to their full potential. • Our workforce mirrors the available workforce in the community.
OUTCOME MEASURES *How will success be measured?*	• Percent of minority and females in all pay grades • Percent of employees trained in EEO and diversity • Percent of hiring steps met
STRATEGIES *How will the goal be accomplished?*	• Deliver diversity training - Director, Employee Relations • Deliver EEO training - Director, Human Resources • Provide direction and evaluate results of affirmative action items and hiring goals - Chief Operating Officer • Accomplish Affirmative Action Plan (AAP) action items - Director, Employee Relations • Incorporate diversified skills, talents and professions in our daily business activities - Director, Human Resources • Recruit and inform minority publics about job opportunities at MoDOT - Director, Human Resources

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Strategic Plan Terminology

Goal - In what direction does the agency want to be headed? Generalized, directional statement of an intended purpose (i.e., to improve, increase, maintain, decrease, provide). Goals are qualitative and usually not quantified; may or may not be achievable.

Mission - A statement of the agency's purpose and reason for being.

Outcomes Desired - What is to be achieved? Results or benefits to be achieved for the customer and from which a level of quality, effectiveness and/or success can be determined.

Outcome Measures - How will success be measured? Quantifiable information that indicates the degree to which an agency is achieving its desired outcomes during the planning period. Outcome measures are measures of effectiveness or progress.

Strategic Issues - Issues of department-wide or statewide significance. Opportunities, problems, factors, trends, etc. that have overarching significance to the citizens of the state of Missouri and the department. Internal or external challenges to the organization's mission, direction, policies, way of doing business or culture.

Strategic Planning - A high-level planning process for envisioning the future (usually three- to five-year time frame) and determining the necessary pathways to achieving that future.

Strategies - How will the goal be accomplished? Actions to be taken to achieve the goals.

Values - The principles of the organization -- what it stands for and believes in.

Vision - Description of the ideal, future state of the organization or program.

Glossary

Condition Rating - A measure of what shape the transportation facility is in.

 ◆ Pavement Condition Ratings - Very good (5), Good (4), Fair (3), Poor (2), Very poor (1)
 ◆ Bridge Condition Ratings - Excellent (9), Good (8-7), Fair (6), Poor (5-4), Very poor (3), Closed (2-1)

Customer - People or organizations who receive and use the products and services of an agency or program.

Impact Fees - Monies collected from commercial and other interests to offset costs incurred by MoDOT as a result of additional demands placed on the transportation system.

Load-limited - Condition that restricts vehicles over a certain weight to safely cross the transportation facility.

Mid-range Plan - Schedule and plans for projects that are between five and 10 years in the future.

National Highway System (NHS) - A federally designated system of transportation routes of national importance. Of the 32,000+ miles on the Missouri state system, approximately 4,500 miles are designated on the NHS. (see attached map)

Preservation - *(to be defined)*

Off-system - Generally refers to city and county transportation facilities outside of MoDOT's authority.

Potentially Affected Interests - A term used in MoDOT's public involvement process to identify and target individuals and groups that may be impacted by transportation decisions.

Project Delivery Process - All of the steps and sub-processes between *identify need* and *open to traffic*.

Restricted bridges - Bridges which are not tall or wide enough to carry normal traffic.

Roadway - Driving lanes plus shoulders.

Standards - Parameters established for the measure of quantity, weight, value, or quality. MoDOT uses standards that are established by the Manual of Uniform Traffic Control Devices (MUTCD).

Statewide Transportation Improvement Program (STIP) - Compilation of all federally funded transportation projects in Missouri. MoDOT manages a 5-Year STIP that is updated annually.

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MISSOURI
NATIONAL
HIGHWAY
SYSTEM